



2015 ANNUAL GENERAL MEETING BOOKLET

The Annual General Meeting of the Scottish Orienteering Association will be held at 6.00 pm on Saturday 23rd May 2015 at Taynuilt Village Hall, Taynuilt, PA35 1JN (GR NN002311)

AGM AGENDA

1. Apologies for absence
2. Approval of the Minutes of the 2014 AGM
3. Annual Reports of Association Activities for 2014-2015
 - a. President's Report – Roger Scrutton
 - b. Reports from Directors
 - Operations- Terry O'Brien
 - Development – Ian Doig
 - Performance – Marsela Mcleod
 - Partnership – Claire Macpherson
 - Marketing and Communications – Ross McLennan
 - Professional Officer – Colin Matheson
 - Treasurer – Ian McIntyre
 - c. Scottish Orienteering Six Day Event Co Ltd Report – Anne Hickling
4. Proposals
 1. Special Resolution – Change to Articles of Association
5. Election of the Board of Directors
6. Proxy Voting Form

Appendix A Financial Statement

*Copies of the minutes will be available at the meeting. The minutes are available on the Scottish Orienteering website. They can also be obtained from the National Orienteering Centre on submission of a stamped addressed envelope to Scottish Orienteering, National Orienteering Centre, Glenmore Lodge, Aviemore PH22 1QU

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National Orienteering Centre
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1. **Apologies for Absence**
2. **Approval of the Minutes of the 2014 AGM**
3. **Annual Reports of Association Activities 2014-2015**

3a President –Roger Scrutton

I would like to begin with some updates on issues mentioned in last year's Report.

Governance Audit. 2015 sees another audit but this time it will be a self-assessment of our responses to the 2013-2014 face-to face audit. Using a nifty scoring system our responses in most areas are coming out at around the 90% mark, but we still need to make progress on the functioning of the Board, HR management and IT (but here the benchmarks are more suited to much larger organisations). Having said that, we are also receiving a separate HR Healthcheck which will help improvement in that area and we have streamlined Board functioning by reducing meetings from five to four per year, now focusing on conducting more routine business through communications between meetings. We have a new, better-structured approach to annual planning and monitoring of progress against targets.

Membership. This was a major area of concern last year because of a dramatic fall in membership 2012>2013. Membership stayed at its lower level in 2014 but I'm pleased to say that 2015 is showing signs of a strong recovery. It is important we understand the reasons for this recovery so that we can try to continue growth year-on-year.

SOA Strategy. Last year I indicated that we would be preparing a new 4-year Strategy for the period 2015-2019. This was delayed by a year to bring us into line with **sportscotland's** 4-year funding cycle, so over the next six months we will be developing the Strategy for the 2016-2020. Feedback I have received already from club Presidents supports the idea of creating a healthy club network focused, inter alia, on delivering orienteering in local communities, and all that entails.

We have continued to benefit from our status as a charity. Amongst other things, we were successful in securing funding from the Robertson Trust and the Davidson Trust for the continuation of development officer posts, which, together with **sportscotland** and some of our own funding, will take these posts through to August 2016. I am pleased to say that **sportscotland** has continued to fund us for the 2015-2016 financial year at about the same level as in recent years. We are particularly grateful for this given that our key performance indicator of membership growth had not been met for two years. The return to membership growth will strengthen our application for the next 4-year funding cycle.

Other major topics that have been on the Board Agendas during the last year have been a new Marketing and Communications Strategy, including an overhaul of the SOA website, which features elsewhere in these reports, and, of course, the World Championships. I represent SOA on the World Championships Steering Committee, Anne Hickling also sits on this Committee, and Colin Matheson is the Assistant Event Director. My view is that with about 100 days to go to the Championships, Paul McGreal, the Event Director, has done a great job of building a strong organising team that is now working at full throttle, covering all requirements and issues. Both WOC and Scottish 6-Days teams are now fully engaged with delivering a truly world class event. This is all the more impressive when we remember that all but a few of the people involved are volunteers.

Overall, SOA is in good health. Over the next 12 months the most important hurdles for us are a successful Highland 2015, a successful renewal of **sportscotland** investment in orienteering and successful in continuing to grow in participation and club membership. We should endeavour to increase public awareness of orienteering and build strong partnerships with relevant bodies, such the Forestry Commission. SOA is truly lucky to have such a dedicated team of staff and of volunteers in a range of capacities, and I would like to say how grateful we all are to them for their hard work.

3b Reports from Directors

Operations- Terry O'Brien

The general operations within the SOA continue to tick over successfully thanks to the work of our volunteer co-ordinators.

I have covered the roles of Fixtures & Competitions this past year but these positions also need to be filled as will the Operations Director's position when my time ends in 2016.

The 6 Day Mapping Fund has been able to support a few projects during 2014/2015 but we hope for more applications in the coming year.

Development–Ian Doig

Record of Club Development Grant Transactions:

Development Grant Awards for 2015

At present there have been no applications for Development Grants in 2015. I would therefore encourage Clubs to take the opportunity to prepare or update their Club Development Plans and look at ways in which they can develop the club. The next Application deadline will be October 2015.

Development Grant Awards for December 2014

BASOC – awarded £1000 towards front of house experience'. The funding will be used to give competitors a more welcoming atmosphere at events.

ECKO – awarded £1000 towards SI cards and storage for equipment.

STAG – awarded £1000 to purchase of Sportident Kit upgrade & expansion of Club Kit for use with the Clubs schools project

INVOC – awarded £500 to help with effectively communicating the Clubs offering to potential new members. They plan to do this through local media, social media and targeted leaflet distribution.

Development Grant Awards for October 2014

STAG – awarded £1000 to re-establish the permanent courses lost during the Commonwealth games infrastructure.

FVO – awarded £900 to purchase 25 additional SI units to expand and improve the standard of their Wednesday Evening Events.

SOA Development Projects:

Permanent Orienteering courses within Forestry Commission Land.

A list of existing Permanent Orienteering courses is presently being compiled. The Areas we are looking at are:

- Location of all permanent courses on FC land.
- Condition of the existing courses
- How accessible are the courses to the public i.e. how are maps distributed?
- Who monitors and maintains the infrastructure.

A full report will be submitted to the board in June 2015.

Mike Rodgers will present a short report on the challenges of converting school participation into club membership.

Development Officer – Hilary Quick

Over the past year we have quietly focussed on helping clubs to position themselves strongly to take advantage of a post-WOC surge in interest in orienteering. Perversely, this has meant fewer UKCC L1 courses, and we have instead focussed on CPD for existing coaches, and the one-day Coaching Foundation course. Having piloted the Coaching Foundation course late in 2013, we were pleased to get sportsotland funding for a series of these courses to be run regionally throughout 2015; the first few have been well attended and have encouraged wider appreciation of the enjoyment and benefits of coaching for club members of all standards. The one-day course gives experienced orienteers an introduction to coaching, and a shorter route to UKCC qualifications. Further offerings are scheduled for the rest of 2015 and might continue in subsequent years. Over the last 12 months a total of 5 people have completed their UKCC Level 2 qualification, helping us towards the aim of having at least one person qualified to that level in every club.

Looking forward, we have a full quota of candidates for our first offering of UKCC Level 3 (only course the second in the UK), and will also be offering many of the sessions individually as CPD.

UKCC qualifications are being adjusted at national level – not just for orienteering – so there might be some further changes.

We've continued to run Coach CPD (Continuing Personal Development) sessions regionally, resulting in some greatly improved coaching materials and a lot of coaches brimming with confidence.

Training of officials is another key aspect of strengthening clubs – we have run several Controllers' courses (Grades B and C), Planners' courses, Organisers' workshops and Event Safety workshops. These can all be run locally either by your own club's experienced members (materials available on request), or by a tutor that SOA provide.

WOC is undoubtedly giving us an opportunity to raise awareness and excitement about the sport, and to put an updated image in the minds of people who did it many years ago, in the days of pin-punches, red pens and badly drawn circles. (Explanations available for those folk who don't understand!)

In schools, the Teaching Orienteering courses remain popular, with a well-attended programme covering the whole country. These courses underpin growth in schools orienteering (see MR's report). If youngsters whose interest is sparked in this way are to be drawn in to clubs, then clubs must have a progressive pathway of activities and events, including – crucially – regular local activity.

Towards the end of 2014 we began our membership drive, with information packs for potential members and substantial welcome packs for each household that joins. However attractive these packs might be, what makes the real difference is, I believe, the fact that we are actively reaching out to newcomers, talking with them. There are many reasons why we must continue to attract new members, and all of us, as individuals, can be influential in achieving that.

The sportscotland Community Sport Hubs initiative is continuing, and in several instances these facilities have offered the opportunity for orienteering to be seen by other sports and to interact with them, to everyone's benefit.

The ROMP (Regular Orienteering Map Programme) was seriously affected by capercaillie taking many of our best forests for 6 months of the year, and winter storms disrupting plans for the remaining months. Several parts of our favourite forests have also been felled.

The PVG (Protection of Vulnerable Groups) Scheme is now fully implemented; anyone doing "regulated work" is required to be member of PVG Scheme – old style disclosures should now be disregarded. We have a robust scheme whereby SOA acts as an umbrella organisation for almost all Scottish orienteering clubs.

In 2014 we recruited Chris Fitzsimons as Admin Assistant; he left in March 2015 and consideration is being given to the best staffing structure.

During 2014 building work started on the building housing the main SOA office at Glenmore Lodge; after months of upheaval and sharing of office space, we hope that the move will be complete

The most recent development opportunity that we are investigating is the use of QR codes for orienteering; we know of 2 systems and have implemented one on a trial basis at Glenmore. As well as giving us challenges, the constantly changing environment in which our sport fits does offer some really exciting opportunities – it's up to us to seize them!

Regional Development Officer – Mike Rodgers

Shortly before I was offered the Moray RDO post in 2012, I'd attended the annual sportscotland conference in Glasgow with one of Moray's Active Schools Team. We'd been invited to do some presentations on the theme of "Better Connected Clubs". I will always remember the Chief Exec standing up and talking about this and some of his other pet themes which included better promoted clubs, well organised clubs and great people in clubs. Orienteering has no shortage of well-organised clubs, and we are awash with great people in clubs. Stuart Harris's words helped convince me that the best way I could help the development of orienteering in my area was to focus on the first two. My time as RDO has helped me build on Moravian's early foundations of schools work, and I'm proud to say that almost every Primary 7 pupil in Moray is moving up to secondary school having had a taste of orienteering. The challenge is now to build on that in secondary schools and the seeds are starting to show signs of germination with the "WOC2015 & Beyond" Project starting to gather pace. Moray now has an established programme of schools festivals culminating in the flagship Moray Schools Festival each October at Gordonstoun and a monthly schools league series on Saturday mornings. I have also been able to devote time to building connections outside our sport, through representing Scottish Orienteering at Community Sport Hub meetings, local sports council meetings, running networks and with various community groups throughout the region.

Mentioned elsewhere in this annual report is the survey I've been asked to conduct to help us better understand what works and what doesn't where schools orienteering is concerned. I urge all club chairpeople to respond to this as soon as it hits the streets.

But orienteering in schools alone is not going to produce new club members. There are still too few juniors, even in Moray, making the transition from orienteering at school to club orienteering. We are so heavily dependent on parents taking their children to events, so we must not lose focus on providing opportunities to engage the parents, and adults without families too. If we hope to attract people from the running community we need to be part of our local running scene too; hence and one of my projects for later this year is to help start up a Parkrun in Elgin. These regular Saturday-morning 5K timed runs are an ideal opportunity for orienteering clubs to get noticed, build club camaraderie and improve your running fitness. Regular orienteering events are the key to

getting people to make the step across, so I have tried to support Moravian's endeavours to stage regular, accessible, and understandable local events. I've tried to back this up with enough publicity, both in the press, TV and on social media, to get these events noticed. I think orienteering has a very poor track record at promoting itself outside our own circle of converts. There is much work still to do in this regard and I commend everyone to take a look at what Thames Valley Orienteering Club are doing to get 250+ attendances at their local parks series. With WOC2015 just around the corner we will never get a better chance of putting orienteering on Scotland's sporting map and I appeal to all club members, young and old, to go out and shout about it from the rooftops.

Regional Development Officer – Johannes Felter

BASOC - my work here has been focussed on helping BASOC to achieve their goals as laid out in their development plan. The principal goal is to attract new members, with the secondary goal of upskilling & encouraging those members to contribute to the club in the long run. To that end I have:

- run an orienteering workshop for local outdoor instructors;
- organised & co-run 2 x Family Orienteering sessions, with a total uptake in excess of 28 new members;
- improved the club's "customer-facing" image through the SOA Development Fund bid;
- ensured a steady stream of stories in Badenoch & Strathspey Herald;
- advertised BASOC events extensively in other local media, principally the ICA What's On Guide
- stimulated good organic growth in the club's social media, principally Facebook (from 48 - 142 followers)
- Membership shortly after commencement of my contract 01/11/14 was 43. Current membership at 30/04/15 is 73.

INVOC - my work with INVOC has been of a slightly different nature, as the club has required some support in determining its future direction. I have been trying to help with that by:

- leading the committee to draw up a development plan;
- meeting regularly with James Laird to discuss how best I can support;
- organised Planners & Event Safety workshops for club volunteers;

In the meantime I have pursued such projects I have seen fit to stimulate growth in the INVOC area:

- organised an outreach event with Run4It running shop attracting 60 runners new to orienteering;
- worked closely with Active Schools Highland in establishing new INVOC Schools League (>200 runners at each event so far);
- organised Family Orienteering sessions based at Tain;
- organised & delivered an orienteering / mountain marathon navigation workshop for 18 members of Highland Hill Runners;
- worked with Scottish Provincial Press to produce feature articles in the Active Outdoors supplement (April / Sept 2015)
- advertised INVOC events extensively in other local media, principally the ICA What's On Guide;
- working with INVOC Mapping Officer to establish SPOC in Bught Park, Inverness;
- Membership shortly after commencement of my contract 01/11/14 was 133. Current membership at 30/04/15 is 140.

Performance – Marsela Mcleod

Report from the Veterans Team Manager will be added when available.

SEDS (Scottish Elite Development Squad)

2014/15 has been another successful year for SEDS.

Summer 2014 saw 6 Scottish athletes running for team GB at the World Champs in Italy - Claire Ward, Hollie Orr, Hector Haines, Murray Strain, Doug Tullie and Scott Fraser. (and also regular SEDS training attendee and contributor Tessa Hill). There were some great results during the week with Hector achieving a career best 12th in the middle and Claire an equally terrific 12th in the middle. Murray was 13th in the sprint, one small mistake away from the top 6. Scott and Hector both ran in the relay team that came a strong 7th with Claire helping the girls to 6th. Both very encouraging finishes looking ahead to 2015.

The remainder of the summer saw Kirstin Maxwell and Alan Cherry both competing for Britain in the World University Champs and producing some solid results.

As things were winding down in August we hosted the Purple Thistle on Abriachan and Battan with great thanks to INVOC, the Abriachan Forest Trust and a local farmer. This was an enjoyable weekend which seemed to be well received - not to mention successful in boosting the SEDS coffers.

We kicked off the autumn with a planning weekend in Perthshire and put together an ambitious programme of domestic and international training designed to help our best athletes push towards WOC 2015 but keeping the SEDS ethos of good old fashioned training.

Autumn itself was all about the SHIs in Deeside. The week of the races was also an official WOC training camp put on by Jon Musgrave and MAROC. Since the GB squad were not attending this officially we ran a camp open to all GB runners plus any other international runners if space allowed. This was very a successful camp with 25 athletes making the most of the training.

The SHIs itself was a great weekend - with the team staying in accommodation right next to Balmoral Castle and maybe this extra inspiration helped us secure the SHIs overall title again for the 4th year in a row. This was made all the sweeter by it being the strongest English team for several years.

After the SHIs winter training began in earnest and we had some very tough but enjoyable weekends with highlights being: joining up with EckO over in the tough Oban forests, teaming up with Moravian in the dunes and then with FVO in the streets and forests around Stirling.

At the end of February we ran a camp to Portugal with 6 athletes going for 12 days and another 8 for 5. This saw us compete in tough rocky terrain in central Portugal then fast forested sand dunes but the coast. Over 100km of orienteering was clocked up over 7 days with many flags being found. We did some training with some of the top Scandinavian clubs and competed in world class fields at POM. There were several good performances but the star of the week was Alasdair Mcleod who dominated the 21E class (and would have been challenging the podium on Super Elite). The Portuguese O Blog ran a full article on him such was the impression he made. Despite this tough week he still had the energy to run to 4th place in the national XC Champs the following weekend turning a few more heads in the process.

After Portugal some took in some more WREs in Spain with Scottish men featuring heavily at the sharp end.

We tuned up for the spring with a couple of SOLs prior to the JK. The pressure ramped up a notch with these races being the first set of selection races for the big one in August. Pre selection for WOC was possible for stand out results but selection for the World Cup races in Norway/Sweden in June the goal for most.

The weekend saw some highs and lows but some great runs. Scott Fraser for the sprint win with Doug Tullie and Hollie Orr finishing 8th and 4th overall in the forest races in world class fields.

As the dust settled we have a very strong contingent of Scottish athletes gaining selections. Scott Fraser and Hollie Orr have been pre-selected for WOC in sprint and middle respectively (along with Stirling based Graham Gristwood in the long and Cat Taylor also in the long - obviously benefiting from her attendance on SEDS Deeside and Portugal camps!) The following athletes have also been picked for the world cup races:

Claire Ward, Jess Tullie, Hollie Orr, Kirstin Maxwell, Jo Shepherd, Scott Fraser, Murray Strain, Ewan McCarthy, Alasdair Mcleod, James Tullie, Doug Tullie, Chris Galloway, Hector Haines (plus Edinburgh based Charlotte Watson and Helen Bridle, and Stirling based Graham Gristwood)

13 Scottish athletes out of a total of 27 is great news and exciting looking ahead to August and beyond.

With the excitement for the summer still to come it feels like this report is ending on a cliffhanger...but I am sure you will know about the outcome without having to wait until the SOA AGM 2016!

A final mention that we will be stepping down as SEDS coordinators in autumn 2015 and we'd like to thank the SOA for the great support we've received in the role along with the freedom to do what we thought was best for the athletes. We intend to split the role into a few parts for the following year and are confident SEDS can continue to be a success and build on what has happened to date.

Jess and James Tullie

Scottish Junior Squad Report for 2014

In 2014 ScotJOS held 4 training weekends –the “Development Weekend” in Stirling at the beginning of March, Moray in April, Deeside in June and the “Last Supper” (to celebrate our leavers) in November. Thanks as always to the clubs who allowed us to use their maps and areas. In addition, some of our 16's also took part in the annual Junior-Regional Squads training at Hawkshead at the end of November. Most importantly, the Squad travelled to Sweden for a training camp based at Eksjo, followed by the O-Ringen (Swedish 5-Days) which was based in Kristianstad. We are indebted to our sponsors Apache for subsidising this latter training camp. The Scottish Junior Team has been very successful in recent years at the Junior Home Internationals (JHI) and the Junior Inter-Regionals (JIRCs). However, 2014 was our most successful year ever, with a win for Scotland in both competitions.

The JHI's took place in Scotland, in Oban at the end of August, a very well-organised weekend hosted by members of EckO. A full report of this has been published on the SOA website. In short, this was a very exciting competition which resulted in a close win for Scotland thanks to an excellent team effort by our juniors.

The JIRCs took place in the Lake District thanks to the efforts of the North-West OA. Scotland won both the Individual competition and the Relays, and again it was a close competition, with a narrow win for SOA over the host Region.

A large number of Scottish juniors were selected to training camps over the summer: 10 to the British Orienteering Talent Development Camp in the Lake District; 5 to the JROS training camp for 14's at Lagganlia; 13 to the JROS training camp for 16's at Trossachs; 4 to the 17's camp in Stockholm.

International honours went to Sasha Chepelin who represented GB in the Junior World Championships in Bulgaria where he came 17th in the Middle Distance race. In the Junior European Cup in Belgium, he came 8th in the sprint and a fantastic 2nd in the Long Distance. Also selected for JEC were Andrew Barr and Daniel Stansfield. Jenny Ricketts and Thomas Wilson were reserves. Four Scottish juniors were selected for the European Youth Championships in Macedonia – Daniel and Andrew, plus Alex Carcas, Emma Wilson and Kathryn Barr. Emma achieved a podium place in the W16's Relay as a member of the GB team who came 6th.

ScotJOS continue to fundraise, mainly by selling cakes and drinks at the SOLs and other competitions. We organised another successful Jamie Stevenson Trophy in 2014 at Deuchney Wood (won again by MAROC) and preparations are underway for the 2015 event which will take place at Kinnoull Hill, Perth, on 14th June. As always, I would like to thank all the adult helpers, without whom none of this would be possible: our lead coach Bill Stevenson, our treasurers Iain and Carolyn McLeod who have now "retired" after several years, their place being taken by Marjorie Mason; all the parents for their help with driving, cooking and catering, fund-raising and generally making sure that their children can take part, all the coaches who have helped throughout the year, the clubs and their members who have helped us to gain access to their areas for training and of course the Juniors themselves who (I'm sure I have said before) really are tremendous to work with.

Maureen Brown
(Squad Manager)

Partnership – Claire Macpherson

The Partnership Director is responsible for day-to-day relationships with partner organisations, funding and awards bodies, national and local government bodies and liaising with British Orienteering in matters pertinent to the SOA. Most of this activity is with sportscotland, the Scottish Sports Association, nature & access bodies and national & local government. Additionally as the SOA is now a registered Scottish Charity, this also now involves liaising with the Office of the Scottish Charity Regulator (OSCR).

Additionally, my role has evolved and increasingly has involved legal matters – interpretation of our articles of association, insurance matters, charity matters and other matters where my legal knowledge can be put to use.

We continued our relationship with the Scottish Sports Association and the Scottish Sports Aid Trust with the latter continuing to support some of our young athletes (under 23 years) in their applications for funding. Three of our athletes have been awarded grants in the first round of awards in 2015 – many are not in fact eligible due to receiving "Winning Students" funding.

A major development for the SOA in 2012 was becoming a registered Scottish Charity. As well as bringing potential tax advantages to the SOA this has opened up further opportunities by way of sponsorship and charitable funding which we have been taking advantage of. A further advantage is the opportunity to claim gift aid on members' subscriptions. In return for assistance in setting this up initially, the SOA board has agreed to return the reclaimed tax to clubs. However, a disappointing number of clubs have so far been in touch regarding this and I would encourage all club committees to pursue this further.

Sportscotland has continued to invest in orienteering and thanks are due to Megan Griffiths, our sportscotland Partnership Manager, for her work on our behalf. Continued support from Sportscotland depends on the SOA meeting annual membership and participation targets and it is encouraging to see that, even this early in the year that Scotland will be hosting the World Orienteering Championships, we have already met our membership targets and I would encourage clubs to continue this trend in encouraging new members.

Marketing and Communications – Ross McLennan

The digitisation of marketing and communications continues apace. Our hunger for instant gratification grows ever more vociferous. Our need for interesting, intriguing content must be fulfilled - now! Now, so we can devour it, absorb it, share it, comment on it and cast it aside; move quickly to the next story. It is a delicate balance to strike - we must create much stimulating content, yet this will quickly be irrelevant; we must stand out, yet everyone strives for this.

More than ever, marketing is about telling a story. In orienteering we are lucky. We go for an adventure every time we race. What a great tale! Don't worry about too much text - people are impatient. Grab them with a compelling image. Good action shots should be easy to come by - even pros often use iPhones. Video may be even better. Orienteering is a story we can all tell. It's a story we should all tell. Clubs especially. If the marketing of orienteering is about telling a story, it is perhaps even more important to consider who we are telling that story

to. This is something that still needs work. I would welcome your input. But let me be clear - orienteering is not a sport for all. It is a sport for people who love maps, like running, love the outdoors, like a challenge. And probably have a car. The more we understand this, the more we consider this, the more we can tailor our stories, our messaging, to when, where and what they want to hear. And the more new members we should gain.

Large events too provide an opportunity to raise awareness. Race the Castles last year was a good example of this; particularly with regard to international orienteering community exposure. It was poor, though, in terms of national press coverage. Yet we shouldn't worry about this; digital is where it is at. Targeted marketing. With this in mind, we - you! - must take advantage of the opportunities afforded to us by the World Champs. How will this help you raise the profile of your club? How will this fabulous international competition help you convert new awareness into new interest into new orienteering action?!

All this marketing talk is all very well, you might say; we must not forget our current members. How true. Communication is crucial to a large membership like ours. Hopefully you feel our communication is working. If you do, I commend to you in particular the fantastic efforts of our webmaster Paul Frost and Score Editor Sally Lindsay. If you do not feel it is working, please communicate with me. Finally, I urge you all - as individuals and clubs - to make the most of the amazing marketing opportunities we have this year as a result of digital communications and WOC 2015. Have adventures and tell the tales!

Professional Officer – Colin Matheson

This has been a testing year in which the demands of being Assistant Director for the World Orienteering Championships and Assistant Coordinator for the Scottish 6 Days have encroached heavily into my time. SOA related business does not go away, and this year I have been involved in compiling the SGB Investment Application for sportscotland; attendance at SOA Board meetings; compilation of the SOA AGM Booklet; updating details for Companies House; Healthcheck Report with Gravitate HR; compilation of the Annual Plan; Auto-enrolment for pensions; Risk Register; SGB Investment Principles and numerous other items. The assistance and advice from the Directors is very much appreciated.

The Scottish Government, through **sportscotland**, finally made LiDAR data available and there has been an excellent uptake by clubs across Scotland. Within the past few days the announcement of LiDAR2 availability has finally been confirmed.

A new and sympathetic BAP Group capercaillie project officer is now in place, but restrictions from 1 March to 31 August still interfere with our sport. Areas are however being considered on a case-by-case basis and we have had some relaxation in specific area. A new Agreement was signed.

It is not clear what effect the Forestry Commission Scotland agreement has had on clubs, and input would be welcomed. £2,000 from the FCS came into Scottish Orienteering to support bridge construction and track improvements for Highland 2015 and there has been an excellent degree of cooperation in some parts of the country.

A new Equality in Practice Guide is currently being written and Trail-O will feature in this publication.

Johannes Felter was welcomed as Regional Development Officer dealing with INVOC and BASOC, and the club has seen an upsurge in membership. Mike Rodgers has continued to build on his success in Moravian, now a very big club indeed. A 10% increase in membership for RDO supported clubs is demanded. Sarah Dunn (MAROC) and Mel Nicoll (TAY) also joined the team. Mel has had to pick up some of the pieces after the sad and untimely death of Dave Prentice who gave so much time and energy to the sport. Chris Fitzsimons decided to step down from the newly created post of Administration Assistant at the National Orienteering Centre. Hilary Quick continues to be an invaluable help to me acting as a sounding board (with helpful critiques of things I ask her to publish on the website

Highland 2015 preparation has been demanding, with various changes in venues and key personnel adding to the workload. With a budget of over £1,000,000, Highland 2015 is a very significant event and the economic impact will be four or five times this sum. My role has included liaison with landowners and other stakeholders; successful applications for funding from Highland Council, Moray Council and EventScotland; infrastructure requirements planning, documentation and selection of suppliers; attendance on multi-agency and various sub-committees e.g. transport with the Councils; regular attendance on the WOC organising committee and S6D Central Organising Team and much more.

Treasurers Report – Ian McIntyre (see Appendix A for Financial Statement)

Formal report in preparation with accounts to be presented at the AGM.

First, my apologies for not supplying the formal accounts for your review in this booklet. In my defence, the demands of the role have grown considerably in the past few years e.g. staff increased from 2 to 6, requirement to report to charities standards and being an oil man in \$50 oil right now is taking up too much of my time. As a substitute I have included the most recent 2014 cost forecast and financial outlook in the appendix. One or two of you might enjoy the added detail that this report offers (issued monthly to directors and can be made available more widely on request if your local paper does not have a good Sudoku).

2014 Report

Please refer to the cost report in the Appendix. I will not quote specific numbers in this text as they may be subject to change but I will report on the key elements. Firstly, I would like to acknowledge the support of SportsScotland and more particularly our Partnership Manager Megan Griffiths. In addition to being the bedrock of our funding, Megan's coaching has steered us towards becoming a much more effective and efficient leadership team.

Once again the SOA has come in well ahead of budget. While the bank manager is pleased, this is not all good news and is partly reflective of our tendency to over promise and under deliver regarding some programmes e.g. recruitment of staff to fill vacancies or failure to identify good mapping prospects. Delivering on cost is relatively easy, but delivering on agreed activity at agreed cost is where we need to be focusing point forward.

.National Centre costs were behind plan primarily because Glenmore Lodge omitted to bill us for historic utility bills and they hit us with a catch up bill in 2014 (they kindly wrote off some of their earlier missing invoices). Looking forward into 2015 there will be another one off bill as Hilary catches up with the electronic age and installs a satellite internet connection and puts the pigeons into retirement.

Scotjos have had a foreign tour every non 6 days year and the costs and income for 2014 reflect this. Costs came in ahead of budget in 2014 however funding a 2016 tour will be more of a challenge unless more funding is procured. I'd like to add a personal thanks here to Iain McLeod (Gramp) as he hands over his Treasurers role after a number of years. He was instrumental in securing £20,000 of Apache sponsorship for the Juniors and having delved through his numbers a few times, I now appreciate what it takes to keep this show on the road.

After SportsScotland, the most significant source of funding is from the 6 days. This year we also have a contribution from WOC to recognise the amount of time the Colin and Hilary are spending supporting the event. Expenses recovery has contributed to our upside this year. Robertson and Davidson Trusts, Moray leader and local councils have also been hugely supportive towards our RDO programmes and continuing to be able to access funds like these will determine the scope of what we are able to do in this space in future. Matched giving from BP for both Trevor Ricketts and myself has also made a material difference. Since the SOA gained charity status we have been able to access well over £50,000 in additional funding. Hilary continues to manage our development programmes, UKCC, teaching orienteering programmes very well and this is a core strength for us. Slightly over budget in 2014 but pushing the development agenda forward ahead of expectations is a nice problem to have. Marketing was somewhat under budget this year and the move to electronic Score contributed to this. Next year we can expect to see cost increases as we put our internet services on a more professional footing with more robust architecture.

In the run up to WOC we have paid special attention to our elite athletes. We have offered potential Scottish WOC competitors additional funds (£5,000 from reserves in 2014 and £5,000 from Race the Castles in 2015) and increased their annual budget from £800 to £3000 for 2014 and 2015. They have also been very effective at generating their own funds last year (almost self-funding). We remain committed to supporting Scotjos, the veterans teams and the also the junior inter area event to at least current levels over the next plan period. We will not however be able to support the senior team to this level in future unless we can secure an alternative funding source.

You will see on the cost report the impact of Race the Castles on the SOA accounts. The event finances were run through the SOA accounts (expediency on my part). I will not dwell on the numbers here, there is a full financial report available on the SOA website. I do want to note however how much of a success the event was, financially and otherwise and recognise Graeme Ackland for his contribution and publically admit that he did indeed forecast the entry income right on the button !

Finally, we do endeavour to keep the administration expenses as low as possible. Increasing insurance costs, venue costs make life difficult but I would like to thank both board members and employees for their efforts in delivering the service in such a cost effective way. Also to all of the active orienteers out there who contribute not only their time but don't ask for any financial reward in return for their efforts. It could not happen without you.

SOA Levy

The SOA levy is normally approved at the SOA AGM. This year the following Proposal was received from Simon Firth of ESOC and seconded by Margaret Dalgleish (ESOC) and Jeni Rowe (ESOC):

Proposal

Increase the SOA levy payment barrier to at least £9.00.

The SOA levy barrier should be increased to at least £9.00. According to the consumer price index if had kept up with the index since the last increase to £8.00 in 2010 this would now be £9.04.

The British Orienteering levy has increased from £1.00 in 2013 per senior equivalent (3 juniors = 1 senior) to £1.10 in 2015 with a further increase in 2016 to £1.25, because of the SOA levy barrier this increase is effecting the surplus made at Scottish level C events (generally entry fees are £8.00 for seniors).

The response, on behalf of the SOA Board, is:

The amount raised from levies on events with entry fees less than £10 is small. What happens is that events tend to remain under the £8 levy threshold then jump from £8 to £10 as any additional income up to £9 at present comes to the SOA, not the clubs. Raising the levy threshold to £9 would result in the same behaviour but with £9 and £11 instead. The board is pleased that it has been able to manage its own finances to hold the SOA levy flat some years now. It is unfortunate that BOF are not able to do the same. As a result club finances are being pressed. If clubs wish to ask the SOA for support to mitigate this squeeze, we would be able to accommodate this. We are mindful of the negative impact that this inflation might have on participation, membership and SportsScotland funding. We have no way to predict this so are not proposing this ourselves. Members will simply have to be aware of the risk and exercise their own judgement as to whether they support this request or not.

This Proposal will be discussed at the AGM.

3c Scottish Orienteering Six Day Event Co Ltd Report – Anne Hickling

The past twelve months have focussed almost exclusively on the preparations for the 2015 6 Day Event.

Highland 2015, involving both the 6 Days and the World Orienteering Championships, will be a bigger and more complex event than any previously staged in Britain. Putting the two events together is proving challenging and demanding but we are confident that a world class event will be the result. As always the primary objective of the Board is to enhance the 6 Days' international reputation as one of the world's leading multi-day events; this means staging events of a quality which makes orienteers from around the world want to come back to future 6 Day events, and carry the message of its appeal to their friends and clubmates.

Highland 2015 is a joint venture between British Orienteering and the 6 Day Company which recognises the aims of both organisations in the staging of the combined event. A document was signed in June 2014 which lays down the financial responsibilities of both parties and an agreement on the distribution of the financial outcome. The combined event is managed by a steering group involving all event partners; the 6 Day Company is represented by Anne Hickling and the 6 Day event coordinator Richard Oxlade.

This year the regular six days of competition will include a middle distance race for the first time. In addition there will be two sprint races and a much enhanced rest day programme (the O-Fest), all of which will add to the excitement of the week and bring in some much-needed revenue to the combined event budget. The programme of races has been designed to provide maximum opportunity to spectate at the WOC races and the opportunity to run on the WOC maps.

Entries for Highland 2015 are very positive with the total number at Moray 2013 exceeded before this year's second closing date at end-April. The high numbers expected, together with the additional features of this year's event, will bring additional challenges to the organisation of the event and place increasing demands on our volunteer workforce. The central organising team, under the leadership of Richard Oxlade, is working extremely hard to pull all aspects of the event together. As always we rely on the goodwill of members of the Scottish orienteering clubs to make the event happen and I would like to thank all Scottish orienteers for their contributions, however large or small. This year our own clubs' efforts will be supplemented by many orienteers from outside Scotland and volunteers from outside the orienteering community, and we acknowledge help from the WOC organising team in sourcing this. We increasingly look for hired-in services to reduce the burden on the volunteers, but the cost of this has to be carefully weighed against the need to keep entry fees at an acceptable level.

The success of Moray 2013 left the Company in a strong financial position and enabled us to make some significant investments in the 2015 event and in Scottish orienteering more generally. A fund was established to support mapping projects in clubs which do not generally benefit from the 6 Day event through new maps, and this has been well received. Another success for Moray 2013 was its nomination as a finalist in the sports category of the Scottish Event Awards for 2013-14. Though unsuccessful in the final, this was another step in helping to raise awareness of orienteering and the 6 Day Event in the wider sporting community.

The 6 Day event continues to benefit from generous sponsorship from Event Scotland which enables us to continue to move the event forward and make it more attractive to new participants. In addition the 2015 event has attracted significant backing from Moray Council and Highland Council, and we are very grateful to all these bodies for their support. Sponsorship for orienteering from the business sector remains very difficult to find.

Looking further ahead, plans for the 2017 6 Day event on Royal Deeside are progressing well under the leadership of Jon Musgrave supported by Maroc and Interlopers, and these will continue to develop alongside our ongoing preparations for Highland 2015. Options for 2019 are currently under consideration by a number of clubs and the Board, and an announcement about the location for the event will be made in due course.

There has been no change in the membership of the Board over the past year, and I would like to thank my fellow directors for their work and support in advancing the Company's aims. I would also like to note my appreciation of the work of Professional Officer Colin Matheson who has a demanding role to fill in both WOC and the 6 Day teams.

We all look forward to a successful and enjoyable week in August which will bring lasting benefit to orienteering in Scotland.

4. Proposals

1 It is proposed to amend Section 11.8 of the Articles of Association relating to the turnover of Directors:

Currently the requirement is that "At each Annual General Meeting, one third of the Directors elected in terms of Article 11.7 (or the nearest number upwards) shall retire from office." It is proposed to amend Section 11.8 to read "At each Annual General Meeting, one quarter of the Directors elected in terms of Article 11.7 (or the nearest number upwards) shall retire from office." A 75% vote in favour from those present at the Annual General Meeting is required to pass a special resolution.

The Board is seeking this change because the current one-third requirement in effect means that three of our eight Board members must retire every year. We feel that this creates too much churn in Board membership and would prefer only one-quarter, i.e. two must retire each year. We have taken legal advice on this, especially in view of our charity status, and have been told it is acceptable.

2 Increase the SOA levy payment barrier to at least £9.00 (see under Treasurer's Report)

5. Election of the Board of Directors

If Proposal 1 is accepted one quarter of Directors shall retire.

Roger Scrutton (President) and Claire Macpherson (Partnership) are retiring but standing for re-election. In the event that Proposal 1 is rejected, Marsela Macleod will retire but stand for re-election.

No other nominations were received.

Name:	Roger Scrutton
Email Address:	president@scottish-orienteering.org
Contact Telephone number:	Home: 01968 674257
The Board Position you wish to be considered for:	<input checked="" type="checkbox"/> President <input type="checkbox"/> Secretary <input type="checkbox"/> Treasurer <input type="checkbox"/> Marketing & Communications Director <input type="checkbox"/> Partnership Director <input type="checkbox"/> Performance Director <input type="checkbox"/> Development Director <input type="checkbox"/> Operations Director
CV summary	 <p>I am standing for re-election as President of SOA, having been Development Director 2009-2012 and President 2012-2015. Since submitting my CV Summary in 2012 I have continued to work for Edinburgh University as Honorary Research Fellow in Outdoor Education, served on the Young People's Committee of the Royal Society of Edinburgh and worked with the Board, staff and volunteers in SOA, as well as partners in sportscotland, to promote and develop orienteering in Scotland. In the last three years SOA has gone through a severe drop in membership but now seems to be recovering. I am most grateful to clubs for responding to the need to return to membership growth. We have expanded our Development staff with funding from sportscotland and from trusts we are able to access through our charity status. The National Centre continues to provide a comprehensive programme of courses for athlete and volunteer development. SEDS and ScotJOS are to be congratulated on delivering some top performances in recent years. Our events programme and participation levels are both being maintained. We are developing in the areas of governance and human resources and responding to the need to be more accountable for the money we spend.</p> <p>However, there will be challenges in the future, such as capturing and making the most of a legacy from WOC2015, continuing to bring in funds to support our wide range of activities and finding more efficient ways of coping with increasing accountability. Personally, I believe orienteering has a lot to offer young families and they, in turn, have a lot to offer our sport. They might be engaged through targeted promotion of the sport, growth of orienteering in schools and through initiatives in clubs. This might be a sector to target in the coming years.</p>
Name of proposer:	Colin Matheson
Contact email of proposer	cdmatheson@btopenworld.com
Name of seconder:	Ian McIntyre
Contact email of seconder	treasurer@scottish-orienteering.org

Name:	Claire Macpherson
Email Address:	partnership@scottish-orienteering.org
Contact Telephone number:	
The Board Position you wish to be considered for:	<input type="checkbox"/> President <input type="checkbox"/> Secretary <input type="checkbox"/> Treasurer <input type="checkbox"/> Marketing & Communications Director <input checked="" type="checkbox"/> Partnership Director <input type="checkbox"/> Performance Director <input type="checkbox"/> Development Director <input type="checkbox"/> Operations Director
CV Summary:	 <p>I am standing for re-election as Partnership Director of the SOA. Since submitting my CV summary in 2012 I have continued to work for bto solicitors in Glasgow. Having had two children since the 2012 AGM the quality of string courses at events has concerned me more than the quality of the course I have competed in!</p> <p>The role of Partnership Director of the SOA is one I feel has changed over the last 3 years. Many of the relationships that were previously managed by the Partnership Director now come under the remit of other Directors, at least to some extent. However, the SOA has seen a massive increase in governance requirements, mainly from Sportscotland and in requirements from being a registered charity and it is in these areas that I find my legal knowledge beneficial. I hope it continues to be beneficial in fulfilling the role if I am re-elected. This is an exciting year to be involved in orienteering in Scotland and it is good to see all the effort that has been put in by SOA staff and clubs paying off in a large increase in membership so far this year.</p>
Name of proposer:	Colin Matheson
Contact email of proposer	cdmatheson@btopenworld.com
Name of seconder:	Roger Scrutton
Contact email of seconder	Roger.scrutton@ed.ac.uk

Name:	Marsela McLeod
Email Address:	performance@scottish-orienteering.org
Contact Telephone number:	
The Board Position you wish to be considered for:	<input type="checkbox"/> President <input type="checkbox"/> Secretary <input type="checkbox"/> Treasurer <input type="checkbox"/> Marketing & Communications Director <input type="checkbox"/> Partnership Director <input checked="" type="checkbox"/> Performance Director <input type="checkbox"/> Development Director <input type="checkbox"/> Operations Director
CV summary	 <p>Currently Performance Director of SOA Former Development Director of SOA Member of Inverness Orienteering Club Orienteered from an early age. Represented Scotland and GB at senior, junior and veteran level. Part time Organiser for WOC99. Former Asst. Professional Officer with SOA helping to set up and run the National Orienteering Centre. Experienced as an event organiser, course planner and junior coach.</p> <p>Other active interests- running, cycling, gardening.</p>
Name of proposer:	Terry O'Brien
Contact email of proposer	terry@tobrien1.wanadoo.co.uk
Name of seconder:	Colin Matheson
Contact email of seconder	cdmatheson@btopenworld.com

SCOTTISH ORIENTEERING ASSOCIATION - PROXY FORM

I/We, (print name(s) and address(es))

being (a) member(s) of the Scottish Orienteering Association ("SOA"), and eligible to vote, hereby appoint the Chairman of the Meeting or (print name and address of proxy – if blank or invalid, the Chairman will be appointed) ^{1,2}

as my/our Proxy to attend, speak and vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on 23rd May 2015 at 6 pm and at any adjournment thereof.

¹ *Members are entitled to appoint a proxy of their own choice. A proxy need not be a member of SOA. If desired the name of such proxy can be inserted in the space provided in this form and the words "the Chairman of the Meeting or" shall be deemed to be deleted. If no name is inserted in such space, the Chairman of the Meeting will act as proxy.*

² *Voting eligibility rules are reproduced overleaf*

The Proxy is to vote in respect of the resolutions as follows³:

	FOR	AGAINST
1 That Roger Scrutton be formally elected as President		
2 That Claire Macpherson be formally elected as Partnership Director		
3 That Marsela Macleod be formally elected as Performance Director		
Proposal 1 One quarter of Directors shall retire from office		
Proposal 2 Increase the SOA levy payment barrier		

³ *Instructions as to voting on the resolutions should be indicated by an "X" in the appropriate space. In the absence of such instructions the Proxy will vote (or abstain from voting) as he or she thinks fit on the resolutions.*

NOTES

1 To be valid this form of proxy must be received at the SOA Registered Office (National Orienteering Centre, Glenmore Lodge, Aviemore, PH22 1QU) not less than 48 hours before the time of the meeting (please note that postal deliveries to Glenmore Lodge can take a day longer than is the norm in cities and arrive late in the day).

2 The Proxy will vote (or abstain from voting) as he or she thinks fit, on any other business which may properly come before the meeting.

3 This form may be photocopied if further copies are required.

Voting eligibility as given in the BYE-LAWS OF SCOTTISH ORIENTEERING ASSOCIATION available on the SOA website and modified to bring them in line with the Companies Act 2006

The voting rights are

(i) as defined in the Memorandum and Articles

- Individual Senior Members shall each have one vote,
- Individual Junior Members 16 years of age or older shall each have one vote,
- Honorary members shall have no voting rights, and

(ii) as specified in this Bye-law

- Groups shall have no voting rights and,
- Clubs shall have no voting rights.

List of directors and volunteers as at time of publication; up to date information is available on the SOA website.

Job title	Postholder
Board	
President	Roger Scrutton
Secretary	Pauline McAdam
Company Secretary	Colin Matheson
Treasurer	Ian McIntyre
Marketing & Communications Director	Ross McLennan
Partnership Director	Claire Macpherson
Performance Director	Marsela McLeod
Development Director	Ian Doig
Operations Director	Terry O'Brien
Sportscotland Liaison	Megan Griffiths
Professional Staff	
Professional Officer	Colin Matheson
Development Officer	Hilary Quick
Regional Development Officer	Mike Rodgers
Regional Development Officer	Johannes Felter
Club Development Officer	Sarah Dunn
Club Development Officer	Mel Nicoll
Co-ordinators	
Coaching Co-ordinator	Lynne Walker
Competitions Co-ordinator	Graeme Ackland
Urban League Coordinator	Andy Paterson
Electronic systems Co-ordinator	Robin Strain
Fixtures Secretary	Terry O'Brien
National Centre	Hilary Quick
Newsletter Editor	Sally Lindsay
Officials (Controller of Controllers)	Rob Hickling
SOL points Co-ordinator	Trevor Hoey
Sports Science Co-ordinator	Vacant
ScotJos Squad Manager	Maureen Brown
SEDS Squad Manager	James and Jess Tullie
Veteran Squad Manager	Janice Nisbet
Trophies Co-ordinator	Vacant
Webmaster	Paul Frost

Appendix A

Apologies to members – pressure of work means that the SOA annual accounts are not available in the standard format for issue with this booklet. Instead I have included the most recent forecast for the 2014 P&L. Final accounts will be provided prior to the AGM but please note that there will be one or two adjustments.

SCOTTISH ORIENTEERING ASSOCIATION 2014 COST (P&L) SUMMARY			2014	2014	2015	Expected Final
Type			Actuals	Budget	Budget V1	Comment 2014
NATCEN - Map sales	Income	NC01	441	300	300	
NATCEN - ROMP	Income	NC02	779	300	300	
NATCEN - Courses	Income	NC03	337	700	700	
NATCEN - Bank Interest	Income	NC04	0	0	0	
NATCEN - Other	Income	NC05	82	200	300	
NATCEN - Maps/Equipment Purchased	Expense	NC06	-329	-500	-500	
NATCEN - Courses	Expense	NC07	-214	-500	-500	
NATCEN - Office Costs	Expense	NC08	-2,562	-1,200	-1,500	Includes £1,111 historic catch up payment
NATCEN			-1,466	-700	-900	
Subscriptions	Income	SJ01	15,900	17,700	6,950	
Fundraising	Income	SJ02	1,925	3,000	2,000	Cakes etc.
Sponsorship	Income	SJ03	0	0	0	
Other	Income	SJ04	3,205	500	1,960	Weekend contributions and Jamie Stevenson Trophy
Expenditure	Expense	SJ05	-32,621	-34,500	-18,200	Includes tour costs
SCOTJOBS			-11,591	-13,300	-7,290	
Grants - Scottish 6-day Company	Income	SC01	33,800	33,800	33,800	
Grants - SportScotland: SP Staffing	Income	SC02	30,000	30,000	30,000	
Regional Development Officer - Income	Income	SC03	10,000	10,000	10,000	
Grants - LA/LEADER	Income	SC04	8,362	2,300	10,000	Leader, Roberston, Davidson Trust money for RDOs
WOC Agreement	Income	SC05	8,000	8,000	6,000	= 1/day week Colins time
PO & DO Salary & Expenses	Expense	SC06	-64,397	-73,000	-73,000	Includes recovery of WOC expenses & £2k NI rebate
RDO Salary & Expenses	Expense	SC07	-23,299	-27,000	-37,800	Delay in Jess handover to Johanes
STAFF COSTS			2,466	-15,900	-21,000	
Merchandise Sales	Income	DE01	72	0	0	
Coaching - UKCC (Participants)	Income	DE02	2,074	9,200	4,500	Budget split in 2015
Coaching - TOPS (Participants)	Income	DE03	4,156		4,500	
Grants - SportScotland: UK/CC	Income	DE04	2,110	1,760	440	
Grants - SportScotland: SP Coaching	Income	DE05	6,000	6,000	6,000	
Training Inter-Area	Expense	DE06	-800	-800	-800	
Club Development	Expense	DE07	-6,805	-5,500	-5,000	Includes January 2015 awards
Coaching - UKCC	Expense	DE08	-3,897	-9,500	-4,500	Budget split in 2015
Coaching - TOPS	Expense	DE09	-2,896		-4,000	
Coaching Development	Expense	DE10	-2,388	-2,000	-2,000	
Other Development	Expense	DE11	-1,070	-1,000	-3,900	Includes EUOC BUSF grant
DEVELOPMENT			-3,444	-1,840	-4,760	
Newsletter Income	Income	MA01	100	100	100	
Newsletter Expenses	Expense	MA02	-4,105	-5,000	-3,700	
Marketing & Publicity Leaflets	Expense	MA03	-600	-2,400	-1,500	
Web-related costs	Expense	MA04	-257	-500	-4,500	
MARKETING & COMMUNICATIONS			-4,862	-7,800	-9,600	
Subscriptions - SOA via BOF	Income	OP01	6,671	6,800	6,800	
Subscriptions - SOA Only	Income	OP02	21	0	0	
Event Levies	Income	OP03	6,152	3,000	3,000	Includes RTC levies
Laser Printer (net)	Income	OP04	0	0	0	
Volunteer Courses	Expense	OP05	0	-2,000	-500	
Electronic Resources (e.g. clocks)	Expense	OP06	-819	-1,000	-1,000	Mainly GPS trackers
Maintain SOA Maps	Expense	OP07	-1,325	-7,000	-5,000	minor updates only this year
Maintain & upgrade SOA Trophies	Expense	OP08	-76	-400	-400	
Other Operations Expenses	Expense	OP09	-428	0	-2,900	Hilary's membership packs, first payment
OPERATIONS			10,196	-600	0	
Grants - SportScotland: SP Proramming	Income	PA01	14,250	14,250	14,250	
PARTNERSHIPS			14,250	14,250	14,250	
Grants - SportScotland/Other Performance	Income	PE01	0	0	0	
Training Senior Elite Development Squad	Income	PE02	11,514	0	0	Self funding element & recovery of accomodation costs (RTC wa
Training Senior Elite Development Squad	Expense	PE03	-13,674	-3,000	-6,987	SEDs carry forward balance from 2013 was £3149
Elite Athlete WOC15 Support Fund	Expense	PE04	-5,000	-5,000	-5,000	Potential WOC athletes
Internationals - Senior	Expense	PE05	0	0	0	
Internationals - Veterans	Expense	PE06	-500	-500	-500	
PERFORMANCE			-7,660	-8,500	-12,487	
AGM Costs	Expense	SE01	-45	-100	-100	
SOA Board Meetings/Directors Expenses	Expense	SE02	-1,227	-1,600	-1,300	
SECRETARY			-1,272	-1,700	-1,400	
Interest Received	Income	TR01	0	0	0	
Sponsorship & Donations	Income	TR02	7,183	0	2,500	BTO SOUL sponsorship & BP Matched Giving
Unallocated Income	Income	TR03	8,202	0	0	£5k for Colins bridge and Davidson Trust money (non RDO part)
Race the Castles	Income	TR04	54,376	54,000	0	See separate RTC report available on SOA web site
Post, Telephone etc	Expense	TR05	-383	-300	-300	
Insurance	Expense	TR06	-1,999	-2,100	-2,100	
Affiliations	Expense	TR07	-250	-250	-250	
Depreciation	Expense	TR08	-1,308	-1,700	-1,700	
Unallocated/Misc Expenditure	Expense	TR09	-12,666	-2,000	-2,000	£5k Colins bridge out , £5k grant Scotjos, £1.5k Moray spring t
Race the Castles	Expense	TR10	-48,767	-56,500	0	See separate RTC report available on SOA web site
TREASURER			4,388	-8,850	-3,850	
TOTALS			1,005	-44,940	-47,037	
TOTAL EXCLUDING RTC			-4,604	-42,440	-47,037	

Future Outlook

Again, the same health warning applies to potential data updates in these tables but the forward direction is valid. 2015 data includes the full year forecast up to mid-April. This is the most optimistic future financial outlook that I have presented to the AGM to date, however it is not without some thorny challenges.

For four years in a row we have beaten the budget. This has improved our future financial outlook considerably. The SOA has a duty to maintain a minimum operating reserve equivalent to 6 months running costs (salaries and NatGen costs). Assuming that the core funding remains at its current level, by making some savings post 2016 we can now see our way to maintaining our core operations with two employees to circa 2019.

We are about to go into a four year funding in principle discussion with SportScotland, the outcome of which will have a significant bearing on where we go next. The RDO posts appear to be bearing fruit in terms of new members. The bottom line is however that we cannot afford them post 2016 unless we have enhanced support from SportScotland and can secure additional external funds from other sources.

We have also invested significant SOA funds in performance in the run up to a home WOC to give Scottish athletes the best possible opportunity (£16,000 over two years). That cannot continue post 2015 without an injection of resource. The challenge here is securing funds that are not constrained in their use and underlines the need to maintain the membership and levy fees. Also there is a small but creeping increase in the demand to support electronic resources (GPS, SI units, clocks etc.) and insurance is a currently ambiguous and potentially expensive issue.

In short, the SOA is in as good a financial position as it has been in some years, however 2015/16 will be pivotal in determining whether we continue along the path we have up to 2012, or we gain the financial clout to be able to be more ambitious around growing the sport in both members, participation and athletic performance for the long term. Post WOC will be our best opportunity to step up a gear for the next 20 years. Key to this will be the update of our strategy and the creation of a new four year plan. The board and I are keen that we grasp this opportunity now and will be grateful for your support and engagement in this process.

Income £					
Source	2011	2012	2013	2014	2015
SportScotland Support	52,500	47,850	49,250	52,360	53,190
Regional Development Officer (SportScotland & LA/Leader. 2 yr tenure, conditional on post.)	10,000	15,221	16,617	18,362	20,000
Colin WOC Recovery				8,000	6,000
Subscriptions	7,292	6,875	6,720	6,692	7,014
Levies	4,479	5,053	2,816	6,152	3,000
Newsletter	235	10	60	100	100
6-Day Company	32,340	32,340	33,800	33,800	33,800
Laser Printer	2,049	2,121	2,022	0	0
Coaching Contributions (UKCC/TOPS)	5,213	7,052	10,409	6,230	9,825
Other	3,856	23,406	24,544	26,971	34,322
Race the Castles Income				54,376	0
National Centre (non UKCC/TOPS)	2,468	2,950	2,370	1,639	1,600
ScotJOS	0	39,850	24,614	21,030	10,910
Total	120,432	182,728	173,221	235,712	179,761

Income £				
Source	2016	2017	2018	2019
SportScotland Support	53,190	53,190	53,190	53,190
Regional Development Officer (SportScotland & LA/Leader. 2 yr tenure, conditional on post.)	20,000	0	0	0
Colin WOC Recovery	0	0	0	0
Subscriptions	7,189	7,369	7,553	7,742
Levies	3,000	3,000	3,000	3,000
Newsletter	100	100	100	100
6-Day Company	33,800	33,800	33,800	33,800
Laser Printer	0	0	0	0
Coaching Contributions (UKCC/TOPS)	9,825	9,825	9,825	9,825
Other (BP matched giving)	3,000	3,000	0	0
Race the Castles Income	0	0	0	0
National Centre (non UKCC/TOPS)	1,600	1,600	1,600	1,600
ScotJOS	10,910	10,910	10,910	10,910
Total	142,614	122,794	119,978	120,167

Expenditure £					
Item	2011	2012	2013	2014	2015
Salaries: PO & NDO	-61,399	-60,302	-60,222	-64,397	-67,900
Regional Development Officer	0	-13,344	-24,911	-23,299	-35,579
Performance squads	-3,361	-3,066	-10,447	-19,174	-13,921
Coaching & Development (non UKCC/TOPS)	-10,350	-6,886	-11,891	-11,063	-14,700
Coaching & Development (UKCC/TOPS)	-4,143	-4,557	-7,915	-6,793	-8,500
Mapping	-4,689	-5,171	-2,000	-1,325	-5,000
Newsletter, AGM & Other Communications	-8,579	-5,511	-6,058	-6,617	-11,400
Equipment Maintenance & Insurance	-5,146	-8,206	-12,266	-17,546	-38,410
Race the Castles				-48,767	0
National centre Costs	-3,732	-9,857	-2,922	-3,105	-3,100
ScotJOS	-9,481	-37,025	-17,302	-32,621	-18,200
Total	-110,880	-153,925	-155,934	-234,707	-216,710

Expenditure £				
Item	2016	2017	2018	2019
Salaries: PO & NDO	-65,900	-67,548	-69,236	-70,967
Regional Development Officer	-24,312	0	0	0
Performance squads	-1,300	-1,300	-1,300	-1,300
Coaching & Development (non UKCC/TOPS)	-14,700	-14,700	-14,700	-14,700
Coaching & Development (UKCC/TOPS)	-8,500	-8,500	-8,500	-8,500
Mapping	-5,000	-5,000	-5,000	-5,000
Newsletter, AGM & Other Communications	-10,400	-10,400	-10,400	-10,400
Equipment Maintenance & Insurance	-8,620	-8,836	-9,057	-9,283
Race the Castles	0	0	0	0
National centre Costs	-3,178	-3,257	-3,338	-3,422
ScotJOS	-18,200	-18,200	-18,200	-18,200
Total	-160,110	-137,740	-139,731	-141,772

Funding Shortfall	9,551	28,803	17,287	1,005	-36,949
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Funding Shortfall	-17,496	-14,946	-19,753	-21,605
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SOA Year End Reserves (Total)	125,849	152,825	170,112	171,118	134,169
SOA Reserves (SOA)	95,711	124,498	135,026	144,088	110,929
SOA Reserves (Natcen)	17,036	12,380	11,828	10,362	8,862
SOA Reserves (Scotjps)	13,102	15,947	23,259	16,668	14,378

SOA Year End Reserves (Total)	116,673	101,727	81,974	60,369
SOA Reserves (SOA)	97,301	86,301	70,577	51,084
SOA Reserves (Natcen)	7,284	5,627	3,889	2,067
SOA Reserves (Scotjps)	12,088	9,799	7,508	7,218